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AUTHOR Hines, Maria
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ABSTRACT

The primary areas of concern challenging Missouri's libraries as they move from the 20th to 21st century can be divided into three major themes and two sub-themes: current library services and operations; technology and information access; and leadership and funding; and training; and operation. Librarians and library clients are concerned about the difficulties of transition for libraries: how to maintain library services traditionally and locally identified and expected--specific types of programming, books, and buildings--while addressing the evolving library world with the strong technology base of shared information or offsite document resources. This report presents the findings of a series of public forums conducted in the winter and spring of 1996 to explore the changes affecting libraries throughout the state. The purpose of the meetings was to determine how citizens and the library community view libraries, what they expect from their libraries in the future, and the desired funding decisions and allocations for available local, state, and federal funds. Federal library legislation and state implementation are discussed. Appendices include: description of methodology; overview of the Missouri Association of School Librarians (MASL) and Wolfner Forums; preliminary findings summary statement; summary of key findings; vote count results by question; and 1996 forum schedule, site locations, and local staff. (SWC)

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Charting Missouri's Library Future

A Report to the People of Missouri

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Charting Missouri's Library Future

A Report to the People of Missouri

Sponsored by Rebecca McDowell Cook
Secretary of State

Co-sponsored by the Missouri Coordinating Board for Higher Education and the Missouri Department of Elementary and Secondary Education for the Missouri State Library

Sara Parker, Missouri State Librarian

February 1997

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Funding for "Charting Missouri's Library Future" was provided by the Library Services and Construction Act. The "Charting" project involved the Library Development Division and Administration staffs of the State Library.

This report was prepared by Maria Hines, edited by Madeline Matson, and typeset by Letitia Hise, all State Library staff members. Database development was undertaken by Diane Tobin Johnson, Ph.D. candidate at the University of Missouri-Columbia, and John Finley of the State Library's Reference Services Division.

Executive Summary

The "Charting Missouri's Library Future" public forums have resulted in three major themes and two sub-themes. They address the character and nature of future library development in Missouri and will affect local libraries, state action, and the use of federal funds in the next five years.

The three major themes – current library services and operations, technology and information access, leadership and funding – are the primary areas of concern challenging Missouri's libraries as they move from the 20th to the 21st century. Librarians and library clients are concerned about the difficulties of transition for libraries: how to maintain library services traditionally and locally identified and expected, i.e., specific types of programming, books, and buildings, against the evolving library world with a strong technology base of shared information or off-site document resources.

Current library services and operations consist of those activities traditionally identified with libraries. They include collections, staff, client-directed services, hours of operation, and the facility itself. These things are physically tangible components of the library, readily recognizable, and familiar to library clients. Forum participants expressed a desire to improve these elements while also clearly indicating a desire to incorporate and include the full potential of technology.

Technology and information access were seen as imperatives in the development and evolution of libraries and library service. These elements allow libraries to provide access to available resources beyond the immediate physical locale. On-site equipment, connectivity to a sound infrastructure, and technical training to identify, locate, and access resources were perceived as the future. And the future was perceived as now.

Leadership and funding are significant issues in themselves, but they become even more so when they dovetail, reinforce, and guide the evolution from traditionally based to technologically oriented library service. The leadership activities discussed at the forums were state level, though several were equally applicable at the local and federal levels. The State Library was expected to provide general statewide leadership and guidance and to be an organizing force in the development of all types of libraries within the state. Assistance with operational matters, governance issues, funding, and marketing were locally based concerns; while at the state level, advocacy and legislative leadership were desired and expected. Access to staff, expertise, and technical assistance in both the traditional and technological milieu were highly valued.

Forum Locations

Chillicothe
Clinton
Farmington
Hannibal
Independence
Jefferson City
Joplin
Kansas City
Kirksville
Maryville
Moberly
O'Fallon
Rolla
Sikeston
Springfield
St. Joseph
St. Louis
West Plains

The two remaining sub-themes have a certain independent existence, but are components within the three major themes. These sub-themes are **training and cooperation**. The desire and need for training appeared in various applications: training for library staff, trustees, and clients in the more traditional aspects of library operations or services as well as training to acquire the skills necessary to function in a wired world. Training levels were to range from the introductory to the professional; training sessions were to be readily accessible. Training was only marginally above technology as the priority service to be coordinated or provided at the state level.

Cooperation, like training, was distinctly identified and threaded through the major themes. The need to maximize resources and build collaborative arrangements or partnerships are operational necessities. Such arrangements include library and library or library and other civic, business, and governmental agencies. Of particular significance was the continued reference to multi-type and regional library cooperation.

A site coordinator's view

It was an honor to be a part of the "Charting Missouri's Library Future" process. I believe the program was important because it allowed people of diverse backgrounds and views to come together and share their ideas about what Missouri libraries should be doing in the future to provide the best library service possible to every citizen in the state. It was exciting to watch this process take place. Though the participants came from varied backgrounds and experiences, they shared a common bond in wanting Missouri libraries to be the best that they can be. It was interesting that they suggested very similar methods for how to reach this goal.

Meetings of this kind achieve the purpose of helping people from all parts of the community to express their ideas. By working together, they can identify those ideas that will achieve their common goal. It also helps to point out that it is not up to the state and/or federal government to make things happen. It is up to the individual members of a community and state working together to achieve something they all believe is important. The success of this process bodes well for the future of Missouri libraries. I look forward to being a part of the process that turns the suggestions and plans made at these meetings into the reality of superior library service for every citizen in Missouri.

Nancy J. Ogg
Assistant Librarian
Missouri Supreme Court

Preliminary Findings

The following priority issues and concerns were identified through comments generated at the 18 public forums and through a consensus built at a summary meeting of local forum staff, held at the State Information Center in Jefferson City on July 17, 1996.

What services should libraries be providing over the next five years?

- Technology-based services and operations, expanded information access, and resource sharing among all types of libraries
- Training for library staff and the public
- Improvement of current library operations and services, adequate marketing of those services; and appropriate and/or upgraded buildings

What needs to happen for libraries to provide these services?

- Statewide leadership, coordination, and standards
- Training for library staff and the public
- Resource sharing and cooperation among all types of libraries
- Appropriate funding levels
- Marketing and public relations/education activities

What service and/or program priorities are appropriate at the state level?

- Technology issues and concerns
- Statewide leadership, coordination, and standards
- Appropriate funding levels
- Resource sharing among all types of libraries
- Training, particularly with regard to staff
- Consulting provided to local libraries
- Equity issues

What would be the best use of federal funds?

- Compliance with federal mandates
- Technology
- Retrofitting buildings
- Staff training/development
- Grants to libraries
- Strengthening services to underserved populations and areas

"Appreciated the motivating, brainstorming sessions which stimulated visionary thinking. Concerns and plans were shared by individuals with a sincere interest in providing accessible information to all local (regional) residents."

Andrea Jackson
Development Specialist, Kirksville College of Osteopathic Medicine

Introduction

During the winter and spring of 1996, the Missouri State Library, under the direction of Sara Parker, State Librarian, organized a series of public forums to explore the changes which are currently affecting libraries throughout the state. The purpose of these meetings was to determine how citizens and the library community view libraries, what they expect from their libraries in the future, and the desired funding decisions and allocations for available local, state, and federal funds. As Sara Parker said in her invitation to the forums: "The years 1996 to 2001 present great opportunities for improving libraries. A new federal program gives states increased flexibility to apply funds to technology and special services. We need to know what you expect from Missouri libraries and how public funds can be used to help libraries meet public expectations."

"People who care about libraries are encouraged to attend these meetings. This is an important time for planning the library services Missourians will use in the next century."

Rebecca McDowell Cook
Secretary of State

Secretary of State Rebecca McDowell Cook assumed primary sponsorship of the project with co-sponsorship shared by Dr. Robert E. Bartman, Commissioner of Education, Department of Elementary and Secondary Education, and Dr. Kala M. Stroup, Commissioner of Higher Education, Coordinating Board for Higher Education.

Eighteen scheduled public forums were held throughout the state. Two additional mini-forums were conducted: an abbreviated forum session at the Missouri Association of School Librarians' annual conference and a meeting of the advisory council of the Wolfner Library for the Blind and Physically Handicapped. The smallest forum consisted of seven individuals, while the largest forum had 99 participants.

Approximately 600 individuals made time to attend the three-hour sessions and to contribute their comments and concerns regarding Missouri's libraries. Individual responses offered at the conclusion of each forum were quite positive; many voiced their appreciation for the opportunity to communicate their feelings on various library issues.

Each larger forum audience was divided into smaller groups to encourage discussion. The 18 public sessions, plus the two mini-sessions, resulted in a total of 46 discussion groups. The number of discussion groups per site ranged from one to seven. Each group had a facilitator to guide the discussion and a recorder to note the participants' comments on a flip chart as they were offered.

The first half of the discussion period focused on what library services should be provided over the next five years and what needs to happen for libraries to provide those services. The second half of the discussion period considered the appropriate role and responsibilities of agencies at local, state, and federal levels.

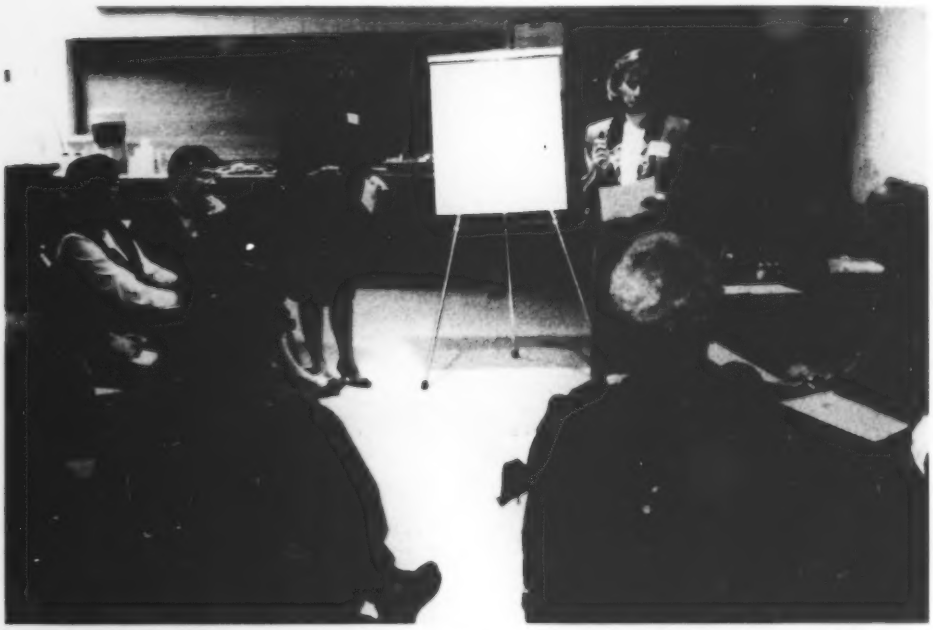
The specific topic questions posed:

- ***What services should libraries be providing over the next five years?***
- ***What needs to happen for libraries to provide these services?***
- ***What service and/or program priorities are appropriate at the state level?***
- ***What would be the best use of federal funds?***

After discussion, each group identified priorities by topic question. The information provided by each group was quickly analyzed to produce a synthesized, composite, site-specific priority response for that particular forum.

The comments generated by each forum discussion group provided relative statements about how people feel about libraries, their future, and funding options. The public comments offered and their analyses were subjectively based; consequently, this report is a qualitative rather than a statistically significant, quantitative one. It attempts to determine the essential, distinguishing character of a statewide, composite response to the questions posed and to identify the major and minor themes pervading the forum discussions as a whole.

The report presented here documents specific issues of concern to all types of libraries and underscores the importance of those issues to Missourians. The results of these public forums clearly establishes a direction for the development of future library service in the state and gives priorities for the use of state and federal funds to improve libraries throughout the state.



Ann Gue (standing, left) and Anne Rottmann (standing, right) guide the discussion during one of the 20 "Charting" public forums.

"What a novel idea for government — ask people what they want and then head in that direction! 'Charting Missouri's Library Future' public forums have ensured survival of Missouri public libraries."

Maggie Preiss
Community Relations Director, St. Charles City-County Library District

Key Findings

Analysis of the voted results generated at the public forums has produced a set of common issues which carried over from one discussion topic to another. The major and minor themes of this report were derived from reviewing the category and subcategory breakdowns across the questions. These themes mirrored the results of an earlier, preliminary analysis, which is found in Appendix C.

State Library staff analyzed more than 2,000 responses from participants of the "Charting Missouri's Library Future" forums.

Although five themes are presented, no one stands completely alone, as a certain inter-relationship exists between and among them. The identified themes are as follows:

Current Library Services and Operations

Technology and Information Access

Leadership and Funding

Training

Cooperation

Current Library Services and Operations

These library activities are commonly recognized as basic functions:

- *services*
- *facilities*
- *collections*
- *marketing*
- *staff*

Services

Services generated the most comment and garnered the highest accumulation of votes, nearly twice the total for the next ranked item. Services in this context include specific, targeted client groups, including but certainly not limited to:

- children's services and curriculum support
- literacy programs
- outreach services to schools, the disabled, and rural, disadvantaged, or unserved areas

- services designed to meet the needs of adults either generally or specifically via family programming, reference services, cultural activities, or genealogy resources.

Client-based services received consistent attention and comment as the primary service libraries should be providing in the next five years. Reference also was made to the development of libraries in unserved or underserved areas during discussion on "what needs to happen for libraries to be able to provide these services." Considerable "service" discussion reoccurred as the topics of state priorities and federal funds were raised.

Facilities

Issues of greatest concern were accessibility, particularly convenient service hours, and access for the disabled. Construction, renovation, and retrofitting buildings to accommodate the Americans with Disabilities Act were considered appropriate state and federal funding objectives in view of federally mandated compliance regulations. Other facilities issues dealt with building appearance and attractiveness, availability of space in the facility, and specialized areas within the building, such as reading/study, computer training, community or meeting rooms.

Marketing

Marketing and public relations were considered important functions to:

- increase public awareness and draw positive attention to the library
- publicize the range of services and programs available
- attract a larger, more diverse client group
- engender stronger public and financial support

Participants requested state leadership, coordination, and guidance in developing such campaigns at the local and state level.

Collections

This is an important concern for libraries. Adequate, up-to-date collections include books which meet the range of informational, recreational, and multi-cultural needs of the community; audio-visual materials; large print and other special needs formats; and electronically accessed materials. Also of concern were the related issues of security and preservation, core collections, standards, collection development at the local, regional, and state level, and designation of general or specialized resource collections.

Staff

There was a clear desire for adequate staffing levels to meet service demands be they paid, full-time staff, professional staff, and/or volunteers. The concept of adequate staffing included "better" as in better customer service skills and better technically trained, and "more" staff. Funding staff positions was a primary con-

"The meeting was a first for our area — library professionals, trustees, and patrons sharing ideas, discussing possibilities, and planning specifics of library services delivery — WOW!

We are already seeing the results of these meetings, i.e., state and federal funds available for basic services."

Alice Jackson
Director, Sikeston Public Library

cern, with supplemental or alternative sources beyond local funds considered necessary both to attract and retain employees.

Technology and Information Access

Some of the most vocal and spirited discussions concerned technology and information access. A sense of urgency and excitement was consistently demonstrated across the state when these topics were broached. Though not one in the same, technology and information access are so closely intertwined that it is often difficult to tease apart where one begins and the other ends. In the forum discussions, technology functioned as the framework to support information access. The apparent assumption and basic intent appeared to be the necessary development of an electronic infrastructure in order to facilitate resource sharing among all libraries within the state. The common, underlying element to both technology infrastructure and information access was equity – equal access by all libraries and their clients to a means and an end, i.e., the equipment and connection to a worldwide range of information sources.

"As a high school librarian, I was especially glad to be able to hear the thoughts and concerns of non-school librarians. The meeting provided a perfect opportunity to make contacts with other professionals in the field, and gave me a much better idea of what is happening in all kinds of libraries across the state."

John Lowrance
Head Librarian, Jefferson City High School

Technology

With regard to technology, standards for and the availability of equipment and connectivity were prime concerns. A more detailed survey of the technology issues raised during discussion includes:

- automation of library functions, such as public access catalogs, circulation, cataloging, acquisitions
- basic infrastructure elements of computer hardware and software for on-site, local, and remote access to information sources and the Internet
- computer equipment for public use at in-library workstations and for checkout
- availability of other types of equipment to enhance library service, such as appropriate furniture, fax, photocopiers, as well as TDD and other assistive devices, and videotaping capability
- telecommunications/connectivity concerns for schools and libraries to communicate and access information within networks, regions, the state, and beyond at low cost
- availability of and capability for satellite transmissions and video conferencing
- access to technological staff, support, and expertise, particularly at the regional level

State vision, leadership, and coordination were expected in developing a technological infrastructure with defined operational standards for hardware as well as interceding on behalf of libraries to facilitate connectivity. Continued collaborations with other technology providers, such as MOREnet, was desired. State-negotiated contracts for hardware, software, and telecommunication rates were

seen positively, as was the allocation of federal funds for technology equity, connectivity, infrastructure development, computer hardware, Internet access, and training.

Information Access

The primary concerns relating to information access deal essentially with products, i.e., union catalogs, statewide databases, the Internet, and interlibrary loan/document delivery. Discussion touched on the following specific issues:

- online access was seen as the most effective means to locate information and materials; the procedure should be simple, available 24 hours a day at the library as well as via remote dial-up
- access to other library or union catalogs was consistently mentioned
- free access was desired; all types of libraries were to be included in resource sharing, and material format should not be limited or restricted
- periodicals, reference sources, government documents, health materials, and searchable subject databases were seen as particularly valuable
- in-library and remote access to Internet resources was desired as was a means (index, directory, catalog) to locate specific sources and to evaluate them
- Community Information Networks (CINs) were seen as important sources of local information
- interlibrary loan, document delivery, and courier service were seen as important components of information access and resource sharing

State-level leadership desired in the area of information access and resource sharing involved interlibrary loan coordination, the facilitation, organization and promotion of statewide database(s) or union catalogs, and the coordination or provision of training to effectively locate, evaluate, and acquire desired information or materials. The ability of local libraries to access union catalogs was considered a state priority. It was considered an appropriate expenditure of federal funds to apply them to such resources as interlibrary loan, the Internet, and the development of or access to union catalogs.

"The Springfield meeting turned out around 60 academic, public, and school librarians along with a few trustees and friends. Discussions were especially strong in highlighting the desire for a better technological infrastructure for all libraries, support for staff training, and leadership in developing resource sharing to stretch existing acquisitions dollars further. It revealed the considerable technological differences that currently exist among libraries and school districts and the desire to find funding sources to create greater equalization.

Stephen K. Stoan
Director of Library and Information Services, Drury College, Springfield

Leadership and Funding

Leadership and funding are major issues which appeared consistently throughout the 20 public forum sessions. The primary areas within leadership and funding address:

- ➤ *funding, including grants*
- ➤ *State Library services & operation*
- ➤ *state leadership & advocacy*
- ➤ *standards*

Funding

The aspect of funding which generated the most interest was equity and equalization. Of comparable interest was the topic of grants: the availability of grants, grant administration, and communication and guidance regarding the grant process. A certain amount of concern was apparent regarding mandates and the funding resources to comply with them, as well as the need for funding to support the development and use of technology in libraries.

State Library Services & Operation

State Library services and operation were regarded as important to libraries within the state. Adequate funding to support the State Library and to maintain its continued operation, statewide coordination activities, and specialized services such as consultant assistance, the summer reading program, and the toll-free reference service were frequently mentioned. In addition to the numerous comments regarding general consulting, a desire was indicated for regionally based consultants. Areas of consulting specialization include: grants, locating funding sources and grant writing assistance, assistance with technology, and building consulting. Other specific service areas mentioned as statewide priorities include the special needs categories of the disabled, elderly, illiterate, institutionalized, and unserved rural or urban populations.

"I found 'Charting Missouri's Library Future' to be an interesting and helpful exercise in several different ways. The opportunity to brainstorm with other Missouri information professionals not only helped me to clarify my own thinking regarding where we are going, but also gave all of us insight into the collective vision of our future. We all see things differently; bringing these diverse points of view together in unfettered discussion allowed us to expand our outlooks in informed and surprising ways."

George Dillard
Coordinator of Circulation and Reference, Callaway County Public Library

State Leadership & Advocacy

The State Library, the Department of Elementary and Secondary Education, and the Coordinating Board for Higher Education were specifically identified to work together to organize and/or coordinate activities that enhanced or developed library service within the state. Frequent mention was made of library service agencies such as MOREnet and the Missouri Library Network Corporation (MLNC) for "partnerships" with the State Library. There were also numerous comments regarding the need for state-level leadership in the areas of library advocacy and library legislation.

Standards

Standards surfaced regularly in the discussions. Most comments reflected the desire and need for standards for Missouri's public and school libraries. Standards were seen as a way to develop strong libraries. Funding was seen as an opportunity to reward libraries for meeting benchmarks and to assist libraries in striving toward improvement.

Within the major theme of leadership and funding, one issue had a distinct local application. This was planning: the need to define role and mission and to assess or evaluate progress. Other areas of leadership responsibility include an equity approach to technology and information access, communication through a variety of means with the library community, a coordinated program of training which addresses a standard level or certification process, and the availability of cooperative purchasing contracts.

Training

Training was highlighted as one of the highest state-level priorities. The state-level coordination of training options and programs was frequently mentioned. The demand for technology training was stressed not only for library staff to function effectively in the electronic environment but also to be able to train the public. Training programs were considered an appropriate expenditure of federal funds. Comments addressed:

- training opportunities at the professional and non-professional level for library staff
- the desire for a range of options such as the summer institute, regional programs, in-service, and distance education
- specific content areas beyond the previously indicated technology-based training such as client-directed programming for children and literacy services
- education of those responsible for governing libraries with workshop programs such as: basic orientation to role and responsibility; introduction to the elements of effective board operation; information about income sources such as tax levies, grants, fund raising, friends groups, and endowments; appropriate legal issues, i.e., statutes relating to the organization and operation of libraries, the Sunshine Law (open meetings and records); and certification or standards for minimum competency levels

"No one ever minds being asked his or her opinion. I enjoyed the opportunity to sound off about Missouri libraries and their future."

Joan Banks
Freelance writer, Joplin

Cooperation

Cooperation appeared within each of the discussion questions with a consistent, general message. This included:

- cooperation between and among all types of libraries, a multi-type and/or regional approach
- significant school and public library collaborations that fostered resource, programming, and facility sharing
- cooperative arrangements between libraries and community agencies, institutions, and corporate entities

"Partnering" or cooperating with another organization was seen as a way to maximize limited local resources and to broaden the base of local or area support. State-level coordination of cooperative efforts between and among libraries was mentioned frequently. The State Library should work with other state agencies, particularly the Department of Elementary and Secondary Education and the Coordinating Board for Higher Education, to encourage and enhance cooperative library efforts.

Federal Library Legislation

New federal legislation – the Library Services and Technology Act (LSTA) – was enacted in September 1996. This legislation, specifically designed for libraries, revises and updates the now-expired Library Services and Construction Act. Significant features of the new act, which closely correspond to many of the issues raised in the public forum discussions, are:

- development of statewide services
- provision for linkages between and among libraries
- access to information resources in all types of libraries for all people
- information access through regional, state, national, and international networks
- provision for building renovation and upgrades for technology and ADA requirements
- encouragement of interlibrary cooperation and productive institution and community partnerships
- provision of library services to specifically targeted client groups

"Electronic access to information impacts all our children. We must reach out to make sure that all students and citizens have access to these exciting and essential resources through their school and public libraries. There is a potential for a wide gap to develop between those who do and don't have access to information resources."

Dr. Curt Fuchs
Director of Media Services
Columbia Public Schools

State Implementation

As an immediate response to the comments generated at the public forums and working within the priorities identified, the State Library:

- administers the state-appropriated grant program for library automation
- redesigned the grant process for federal funds
- offered competitive basic equipment grants to assist public libraries with their technology needs
- encouraged cooperative activities through federal grant funds for various types of library partnership arrangements
- increased the funding level for training and continuing education activities
- is developing a Continuing Education Advisory Committee to evaluate the long-term needs of continuing library education in Missouri
- is addressing trustee orientation and education in conjunction with the trustees group of the Missouri Library Association (MLA)
- will evaluate the recommended public library standards proposed by the Missouri Library Association
- supports the efforts of the Missouri Association of School Librarians to achieve new standards for school library media programs
- works actively with the Coordinating Board for Higher Education in telecommunications and library system planning

Appendices

Appendix A — Methodology

Appendix B — Overview of the MASL and Wolfner Forums

Appendix C — Preliminary Findings Summary Statement

Appendix D — Summary of Key Findings

Appendix E — Vote Count Results by Question

Appendix F — 1996 Forum Schedule, Site Locations, and Local Staff

Appendix A

Methodology

During the 8½-week-period the public forums were held, approximately 600 participants generated more than 2,000 responses to the questions posed. Each public forum had one to seven discussion groups; a facilitator guided each group through the discussion questions while a recorder captured the salient features of participants' comments on flip-chart pages. At the conclusion of each discussion question, a vote process established a ranked priority order for the issues raised.

The sheer magnitude of the responses required an ordering process to identify and organize them into a schema that would allow later analysis. State Library staff worked off the flip chart pages and transfered each statement listed to a 3x5" card along with the number of votes it received, which question it applied to, and a forum location identifier. For statements that included more than one topic element, additional cards were produced with the same supplementary tag information. At this point, the cards were grouped by question and then sorted by major topic categories within each question; major categories were divided into subcategories.

An initial review of the data was based on a frequency count of issue categories and subcategories within each question. These initial findings were reviewed and validated by a committee made up of the forum local site coordinators, facilitators, and recorders. Their consensus response resulted in a "Preliminary Findings and Summary Statement," which was issued in August 1996 (see Appendix C).

Analysis of the data moved beyond the examination of responses within each question to identify the overarching, recurrent themes; significant categories and subcategories appeared within a question and across the questions. That subsequent cross-question grouping established the major and minor themes upon which this report is based. A vote count percentage provides a relative measure of importance for each theme.

Though a percentage assigns a relative value to the concept presented, it is important to understand that the information provided here reflects the subjective statements offered at the public forums. This report is a qualitative study of those statements and attempts to mirror the composite response of the discussion participants and focus on their primary issues of concern. We believe the people of Missouri have provided strong indicators about the role of libraries, the nature and character of the service they wish to have, the scope of State Library leadership desired, and the preferred use of available funds. These forums will help to determine Missouri's library future.

Appendix B

Overview of the MASL and Wolfner Forums

These forums permitted an opportunity for special-interest groups to provide input from the particular perspective of their specialized client audience; both sessions were held in April 1996. The Missouri Association of School Librarians scheduled a session at their annual conference and were able to address the four primary discussion questions. The advisory council of the Wolfner Library for the Blind and Physically Handicapped scheduled a portion of its meeting to address the first two discussion questions. Their responses were incorporated in the statewide findings and in this report. A brief summary of each sessions' results follows.

Missouri Association of School Librarians

School librarians were acutely aware of and sensitive to the service needs of communities without public libraries and only minimally maintained school libraries; they felt that client-based library service should be available everywhere in the state.

The primary issues of concern include: staffing and training, technology, resource sharing, funding, and cooperation. They felt it quite important that librarians be adequately trained, academic programs be accessible for professional staff and available for entry-level staff, and librarians be recognized and treated as professionals in addition to being teachers. They wanted funds for technology distributed on a per-pupil basis and were concerned about the continued availability of federal funds for school library automation. Other funding concerns related to meeting the new school standards, and possible losses in state support due to changes in the funding formula or to specific grant programs. Resource sharing tied into school-public library relations, participation in interlibrary loan, access to academic and special library resources, and use of the Kansas City reference service and the EBSCO Host access to online periodicals. These resource-sharing issues were seen as state priorities as was the need for a position within the Department of Elementary and Secondary Education to address the needs of school libraries and librarians. Cooperative efforts were particularly noted regarding school and public library arrangements.

Wolfner Library Advisory Council

Wolfner advisory council members identified four areas of concern which reflected their distinctive situation. These were: staffing and the facility; marketing and public education; cooperation; and equipment, materials and services. An inter-relationship exists among these components.

Advocacy in the governmental arena was seen as an imperative to achieve adequacy in staffing and the facility. Promotional/public education activities provide a means to expand the client base as well as the opportunity to develop cooperative arrangements with appropriate agencies and organizations. The combination of advocacy, marketing, and business/private sector partnerships were seen as viable activities to improve access to quality equipment; adaptive or assistive devices; and improved large print, braille, and talking book materials. These actions could also supplement funding beyond that provided by traditional sources or providers.

Appendix C

Preliminary Findings Summary Statement

- A clear finding focused on the desire to have libraries in the forefront as providers of new electronic information technologies for client use. At the same time, a message to expand traditional library service appeared regularly as a theme.

- Technology issues, access to information, resource sharing, and cooperation among all types of libraries were consistently voiced as high priorities statewide.

- Training for both library staff, trustees, and the public were important recurring topics in all the groups.

- Considerable attention focused on the library's image and the need for effective marketing of all the library has to offer the public.

- Improvement and expansion of both new and traditional library operations and services, buildings, their maintenance and upgrade are of ongoing concern.

- Strong leadership was demanded in coordinating statewide activities and services as well as a desire for library standards and equity. Concern was raised for those populations and areas with inadequate or non-existent library service. Continued support for State Library programs, services, and consulting was considered necessary.

- Adequate funding levels, grant availability, and the funds to comply with mandates were topics occurring with some frequency.

Appendix D

Summary of Key Findings

Each main category includes its subcategories and descriptive text to define the content and parameters of the major heading. (Percentages rounded off to the nearest whole number)

29% – Improvement in Current Library Services and Operations

Targeted Services ..... services or programs directed toward specific or specialized client groups

Facilities ..... the physical structure, its appearance and use of internal space, and accessibility factors

Collections ..... library materials regardless of format; includes the issues of collection development, preservation, and security

Marketing/
Public Relations ..... promotional activities to increase public awareness and support

Staff ..... number and quality of staff as well as the availability of full-time, professional, and volunteer staff

27% – Technology and Information Access

Technology ..... telecommunications/connectivity/infrastructure, equipment, and the Internet are the primary concepts associated with this subcategory. State-level issues touch on leadership, equity, training, and funding to facilitate, coordinate, and implement technology development.

Access ..... the ability to identify and use information resources in all formats including electronic databases and the Internet. Technology is an important component of access as is state-level leadership.

Resource Sharing ..... is based on the availability of identified resources and the active participation of all libraries in the interlibrary loan process. Leadership is a key component of successful resource sharing.

22% – Leadership and Funding

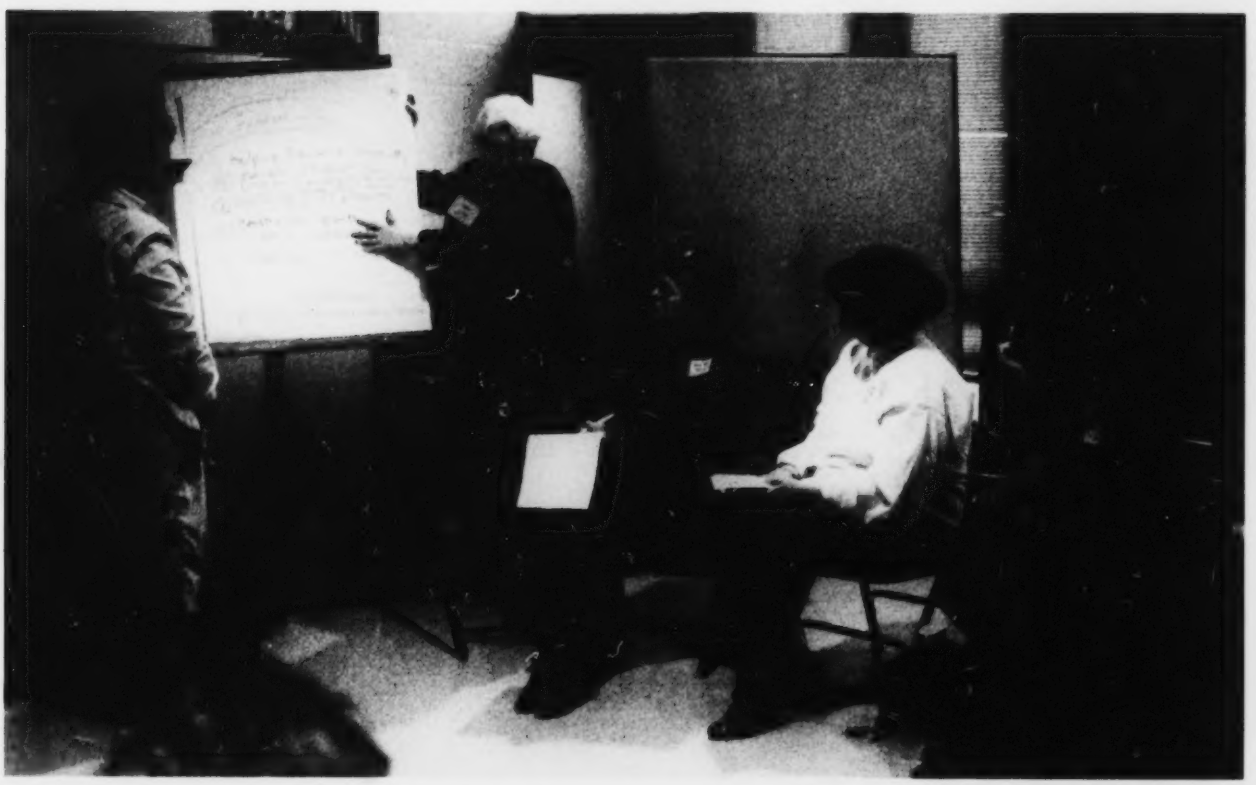
Funding ..... adequate levels, equity, and equalization are of primary concern. Information about and assistance with grants and compliance with mandates are important considerations.

State Library ..... its staff and operations which benefit libraries statewide such as: coordination of training, technology, and resource sharing; provision of consulting assistance; specialized services or programs; and regular communication with the general library community.

Leadership & Advocacy ... a guiding vision to develop and enhance libraries in the state by: actively coordinating statewide activities; facilitating standards for libraries, staff, governing boards, collections, and services; collaborating with other agencies, i.e., DESE, CBHE, MOREnet, and MLNC; and serving as an advocate for libraries and encouraging legislation which would positively affect libraries.

13% – Training ..... is designated a priority state-level service which coordinates technology, staff, and trustee training while effectively utilizing a variety of locations, formats, instructional levels, and the new learning options of satellite transmission and distance learning.

9% – Cooperation ..... is an important activity which builds on the strengths of partnerships and collaborative arrangements. Cooperative endeavors are an attempt to maximize resources, improve service, and enlarge a local base of support. Such arrangements include libraries in multi-type, regional, or school-library collaborations as well as partnering with community agencies, institutions, or corporate entities.



State Librarian Sara Parker (standing, right) explains a concept during a "Charting" forum. Diane Johnson (standing, left) records participants' responses.

Appendix E

Vote Count Results by Question

Each main category includes its subcategories and descriptive text to define the content and parameters of the major heading. (Percentages rounded off to the nearest whole number)

What services should libraries be providing over the next five years?

27% – Library Operations

Collections ..... cover a wide range of materials: books in general including large print and other special needs formats, audio-visual materials in various formats, and electronically accessed materials. Other related issues of concern include materials preservation and security, core collections, collection development, standards, and designated resource collections.

Cooperation ..... addressed cooperative ventures in general with specific reference to libraries cooperating in multi-type (all types of libraries) regional, school-public, and in business, civic, or other agency arrangements.

Facilities ..... referred to the structure in general, its interior and exterior appearance and use of specialized areas such as reading, meeting, and training rooms, food areas, and restrooms. Accessibility issues include more convenient and/or extended service hours and the ADA. The ADA comments touched on general building renovation and retrofitting, materials/resources, and service accessibility.

Staff ..... included the need for better and more staff; the availability of full-time, professional, and volunteer staff as well as funding for staff.

Marketing/
Public Relations ..... promotional activities to increase public awareness and support.

20% – Information Access

Access ..... covers the ability to locate, evaluate, and use information resources in all formats from paper to electronic databases, union catalogs, the Internet, and community information networks. Related issues are 24-hour and remote computer or dial-in access.

Resources ..... include the availability of identified materials or information and the active participation of all libraries for interlibrary loan, document delivery, or courier service. A statewide library card was seen as another mechanism to promote resource sharing.

19% – Targeted Services

These services or programs are often specialized and/or directed to specific client groups.

Children ..... materials, reading promotion, tutoring, school curriculum support, and computer training. Alternative services would include latchkey children, home schooling support, meeting special needs, and working with other children's services providers.

Outreach ..... services to schools, the disabled, disadvantaged, and other special needs individuals, and unserved or underserved client groups in rural or urban locations. Alternative service sites, such as bookmobiles or deposit collections at commercial establishments, were also mentioned.

Literacy ..... programs which include general adult and family literacy, tutoring, GED, and English as a Second Language (ESL).

Other ..... services such as reference, historical and genealogical materials, and cultural activities.

16% – Technology

Technology ..... the primary areas of concern include: equity to libraries in acquiring and utilizing technology; telecommunications/connectivity/infrastructure to facilitate information access at low cost; library automation; technical training and support, particularly at the regional level; plus satellite or videoconferencing capabilities.

Equipment ..... computer hardware and software for on-site, local, and remote access to information resources and the Internet in addition to computers available for public use at in-library workstations and for checkout. Also mentioned was the availability of other types of equipment such as fax, photocopiers, or TDD and other assistive devices to enhance library service.

14% – Training

Client ..... training for the public in general library use and information access with a particular emphasis on technology-based training such as using computers and searching the Internet.

Staff ..... professional and continuing education as well as general training to develop or improve service, to use technology in an effective manner, and to train the public.

4% – State-level Leadership

The State Library was looked to for leadership and assistance by providing consulting services, interlibrary and technology coordination, standards, and communication on issues of concern to all libraries.

>1% – Funding

Nearly all comments dealt with the equitable distribution of available funds.

What needs to happen for libraries to provide these services?

16% – Technology

Telecommunications, connectivity, and the necessary infrastructure to access information, especially the Internet, were the issues of highest concern. Other technology issues include training, support, and the need for expert assistance to effectively use technology-based equipment, services, and products.

14% – Staff

Staffing issues were overwhelmingly directed to quality training for improved skill levels; more staff was also seen as a need.

10% – Libraries and Communities

Community involvement was seen to be a high priority whether it included cooperative arrangements with other agencies or organizations, providing access to library service through extended hours or to unserved areas on a free or equitable basis.

10% – Marketing/Public Relations

A variety of promotional activities to increase public awareness and support.

8% – Statewide Leadership

State Library leadership was expected, particularly in the legislative arena. Other primary leadership activities include coordination, cooperative arrangements (DESE was specifically mentioned), and communication. The issue of regional networks was also addressed.

8% – Funding

Most comments were of a general nature, but specific reference was made to a better system of funding – an equity/equalization approach.

7% – Library Cooperation

These comments specifically focused on larger units of service with multi-type and school-public library cooperation.

6% – Facilities

The primary concern was for better facilities with more space, able to accommodate the particular requirements of technology-based service and the needs of the disabled.

5% – Services

State level ..... directly related to information access such as a statewide library card, interlibrary loan, the 800-reference service, and union or linked catalogs.

Locally based ..... dealt primarily with educational programs directed toward adults; other service areas included children, outreach, and special needs.

5% – Governance Issues

People's involvement with libraries included volunteer service, developing stronger governing boards, and an active advocacy role in promoting and supporting libraries.

5% – Standards

General comments relating to libraries, librarians, and governing boards.

3% – Planning

General comments relating to needs assessment, planning, long-range plans, role definition, mission and goals, and evaluation.

3% – Collections

Comments centered on maintaining and developing balanced and core collections in a variety of formats locally and on a cooperative basis. Reading promotion was also encouraged.

What service and/or program priorities are appropriate at the state level?

17% – Training

Training and continuing education were clearly identified as state-level priorities. Specific aspects included technology and trustee training.

Coordination, training support, and certification were frequently mentioned in regard to training programs in general.

Access to training, continuing education, and professional degree work in a variety of options and formats claimed considerable attention: most notable were the summer institute, regionally based programs, distance learning, and financial assistance.

16% – Technology

Infrastructure ..... connectivity, telecommunications, equipment, and the Internet were the primary components mentioned. Funding for technology was also a concern.

Leadership ..... issues focused on vision, coordination, standards, equity, and access.

14% – Information Access

Access and
Resource Sharing ..... referred to state-level leadership in coordinating and funding access and resource sharing activities. Interlibrary loan, document delivery, statewide databases and training to use them, union catalogs, and a statewide library card were frequently mentioned.

Collections ..... comments primarily involved the evaluation and preservation of book collections.

14% – Targeted Services

State-coordinated services of particular note included Kansas City's toll-free reference service; special needs clients such as the disabled and unserved or underserved populations; cooperative collections, especially large print and audio-visual materials; children's programming and reading promotion; and literacy.

7% – Funding

Equity and increased funding were of primary concern to all types of libraries. Other related elements included types and sources of funding, funds for ADA compliance and for library staff.

7% – Cooperation

General comments touched on cooperative programs or services, school-public library collaborations, and partnership arrangements between libraries and community agencies, organizations, or businesses.

Larger units of service were addressed in multi-type and regional cooperative efforts. State-level coordination was seen as an important element in developing many of these cooperative endeavors.

6% – Consulting

Most comments related to the availability of consultants, information, and resources to assist public and school libraries. Regionally based consultants were often mentioned in relation to public libraries. Specific areas of consulting assistance include locating grant sources, writing grants, technology support, and facilities.

6% – Standards

These comments were of a positive but general nature and included tying funding to standards and certifying trustees.

4% – Leadership

Leadership in general focused on vision, long-range planning, coordination activities, advocacy for strong libraries, and promoting positive library legislation.

3% – Grants

The grant process itself was of major interest with information about grants and grant writing being frequently mentioned. Various general comments touched on different types or categories of grants.

2% – Marketing/Public Relations

These activities referred to promoting libraries and library services including the establishment of library districts as well as coordinating and developing a statewide marketing plan.

2% – Communication

Regular communication with state-level agencies was addressed in a number of general comments including the availability of a toll-free number for information about State Library services. Other suggested communication vehicles were state publications, meetings, and videoconferencing.

1% – Facilities

These concerns dealt mainly with funding options and equity.

1% – Purchasing Contracts

General and positive comments regarding the availability of state-negotiated cooperative purchasing contracts.

What would be the best use of federal funds?

23% – Technology

The priority areas identified include infrastructure, connectivity, standards, training, and access equity. Also important was equipment such as computers, standard office equipment, special needs or assistive devices, and equipment to access distance learning programs.

14% – Grants

The provision of various types of grants as well as information about and assistance with the grant process.

14% – Targeted Services

The most frequently mentioned client groups included the special needs categories of the disabled and the unserved or underserved. Literacy, GED, ESL, tutor training, adult education, and job training defined another major client group targeted. Reference was made to continuing the statewide reference service.

14% – Facilities

Compliance with ADA requirements was the primary concern. Other related issues included facility construction, renovation and retrofitting, and alternative funding options such as low-cost loans.

10% – Leadership

Of primary concern was leadership regarding funding-based issues, namely mandates and equity. Other leadership/funding-based issues were standards and information access.

7% – Information Access

The availability of and access to specific information sources such as government documents and the Internet was a major issue. Of related concern was resource sharing, union catalogs, interlibrary loan, and document delivery.

6% – Staff

Training was the priority issue. Distinct, specialized components within staff training include technology, professional continuing education, and distance education.

5% – State Library

Consulting in general was identified as a primary service to be supported; regionally based consultants and facility consulting were also mentioned. Maintenance of general staff, services, and programs was considered important.

3% – Collections

Collection development and identified resource collections were of major concern. Limited reference was made to preservation of materials.

2% – Marketing/Public Relations

Support was indicated for general marketing, promotion, and advocacy activities for libraries.

2% – Cooperation

Cooperative endeavors in general were seen positively; multi-type arrangements were to be encouraged.

Appendix F

1996 Forum Schedule, Site Locations, and Local Staff

February 27
Jefferson City American Legion Post

Site Coordinator:	Nancy Ogg
Facilitators:	Anne Rottmann
	Tom R. Schultz
	Jackie Hinshaw
Recorders:	Shirley Taylor
	Alicia A. Morgan
	Ann Gue

February 28
St. Louis County Library Headquarters, Ladue

Site Coordinator:	Pat Cox
Facilitators:	Jeannette Pierce
	Karel A. Smith
	Vicky Witte
	Fred Moore
	Nick Niederlander
	Stephanie Tolson
	Judy Fox
Recorders:	Marietta Schwalbe
	Howard Miller
	Marlene Johannes
	Pat Gregory
	Terry Donnelly
	Sheila Merrell
	Linda Ballard

March 5
Farmington Public Library

Site Coordinator:	Lynn Crites
Facilitators:	Mary Gunder
	Dorothy Lore
Recorders:	Susan Webb
	Carroll Gerig

March 6
Sikeston Public Library

Site Coordinator:	Alice Jackson
Facilitators:	David Strom
	Ann Jones
Recorders:	Jewell Sanders
	Sylvia Shomshor

March 12
First United Methodist Church, Maryville

Site Coordinator:	Diane Houston
Facilitators:	Carole E. Zahnd
	Bob Dewhurst
Recorders:	Bill Hinkley
	Betty Ann Dean

March 13
Missouri Western State College, St. Joseph

Site Coordinator:	Julia Schneider
Facilitators:	Margi Bucher
	Tom Schneider
Recorders:	Donna McDonald
	Nancy Salfrank

March 14
Livingston County Library, Chillicothe

Site Coordinator:	Karen Hicklin
Facilitators:	Judith Shoot
	Sheila Davis
Recorders:	Debbie Miller
	Barbara Reading

March 19
Kansas City Public Library, Plaza Branch

Site Coordinator:	Margaret Clark
Facilitators:	Helen Spalding
	Louise Sherby
Recorders:	Susan Neff
	Craig Kubic

March 20
Henry County Library, Clinton

Site Coordinator:	Liz Cashell
Facilitators:	Martha Vielle
	Kent O. Berfrom
	Linda Stephenson
Recorders:	Gayle Edmisten
	Kelly Hendrich
	Pam Reynolds

March 21
University of Missouri-Rolla

Site Coordinator:	Cheryl Goltz
Facilitators:	Susan Singleton
	Andy Stewart
Recorders:	Malcolm Mouat
	Lynn Roberts

April 2
St. Charles City-County Library
Middendorf-Kredell Branch, O'Fallon

Site Coordinator:	Maggie Preiss
Facilitators:	Georgia Glidden
	Mary Heinbokel
	Bob Houck
Recorders:	Teri Caldwell
	Pat Kern
	Julie Cinco

April 9
Moberly Area Community College

Site Coordinator:	Pat Gass
Facilitators:	Margaret Conroy
	Jane Roads
Recorder:	Karen Hayden

April 16
Joplin Public Library

Site Coordinator:	Carolyn Trout
Facilitators:	Joan Banks
	Veda Jones
	Jim Mueller
Recorders:	Phyllis Seesengood
	Nelle Willams
	Wendy McGrane

April 17
Drury College, Springfield

Site Coordinator:	Stephen Stoan
Facilitators:	Carol Grimes
	Carol Curtis
	Karen Horny
	Neosha Mackey
Recorders:	Paula K. Giles
	Stella Cunningham
	Martha Love
	Jan Powell

April 18
West Plains Bank

Site Coordinator:	Debra Fite
Facilitators:	Helen Atkinson
	Gene Weinbeck
Recorders:	Kaye Huff
	Jenifer Cook

April 23
Hannibal High School Library

Site Coordinator:	Mary Wintgen
Facilitators:	Jane Schafer
	Carol Brandt
Recorders:	Katherine Burt
	Joan Thompson

April 24
Kirksville College of Osteopathic Medicine

Site Coordinator:	Larry Onsager
Facilitators:	Jean Sidwell
	Andrea Jackson
Recorders:	Warren Klofkorn
	Karen Tannebaum

April 30
Mid-Continent Public Library Headquarters, Independence

Site Coordinator:	Paul White
Facilitators:	Evelyn Staatz
	Steve Potter
Recorders:	Mary Griffith
	Anitra Steele

Special Group Sessions

April 5
Missouri State Information Center, Jefferson City
Wolfner Library Advisory Council

April 12
Regal Riverfront Hotel, St. Louis
Missouri Association of School Librarians
Annual Conference

Notes

Missouri State Library
P.O. Box 387
Jefferson City, MO 65102-0387

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